

The Personnel Report

prepared for

TMZ Company

BILL SAMPLE

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This report is designed for use by persons familiar with its compact presentation of information and its language. Its purpose is to evaluate personnel on important work-related personality factors. Please note that personality test data are of questionable validity one or two years after they were obtained.

*The information contained in this report should be treated **confidentially and responsibly**. Final decisions about applicants or employees should be based on several sources of input, such as actual experience, background investigation, and personal interview.*

This report should not be the sole basis for denying employment or promotion. This is not intended to be used for applicant or employee feedback. For assistance or consultation, please call the Executive Group at 219.477.6378.

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AREAS OF POTENTIAL CONCERN

This section is designed to help you spot certain behaviors that could impact productivity and bring into question someone's ability to perform ANY job. This profile yielded 6 areas of potential concern that need to be evaluated and understood before making a decision. More than one area of concern is quite unusual in successful employees, so these should be considered carefully, especially in light of the demands and responsibilities of this particular job. There should be supportive material from other sources (e.g., background investigation, second interviews, and reference checks) to validate a positive hiring decision.

1. Factor B (Score = 2) **Verbal facility (below average)**

Poor grasp of concepts and poor verbal reasoning ability is suggested. This employee will likely have difficulty learning new things quickly. He may often make errors due to poor conceptualization. These concerns may not be as significant if the job is highly structured with minimal decision-making required.

2. Factor C (Score = 1) **Low frustration tolerance**

He may become easily overwhelmed by the challenges of the day, and sometimes unable to function effectively under moderate levels of stress or frequently changing priorities. He can get upset over relatively small issues at the office, and may have difficulty "bouncing back" the next day after being upset.

3. Factor E (Score = 1) **Submissiveness**

A significantly passive style is suggested, with a tendency to harbor resentment. Because there may be problems with initiative, achievement, and participation, he is often unable to discuss frustrations openly and consistently. He experiences things as happening to him rather than because of him.

AREAS OF POTENTIAL CONCERN

4. Factor F (Score = 2) **Low energy**

He can be somber and pessimistic about what life can offer. This can lead to progressively lower standards of performance, and can have a negative effect on others.

5. Factor L (Score = 10) **Suspiciousness**

There is a potential for him to be questioning, blaming, mistrustful, and irritable to co-workers in the work environment. He may assume he is being taken advantage of.

6. Factor O (Score = 9) **Worrying (above average)**

Excessive worrying about inconsequential issues is suggested, as well as a fear of making mistakes. He may feel compelled to share his poorly defined worries with co-workers. A fear of being blamed may keep him from voicing his ideas.

PERFORMANCE FACTORS

1. SELF-CONTROL

(Score = 6.0)

Mr. Sample scored above average on this composite estimate of behavioral self-control. He understands what is expected of him, even if his coping skills do not always prove sufficient.

2. WORKPLACE COPING SKILLS

(Score = 1)

His score on this global factor is below average, implying potential concerns in his capacity to adjust to job demands. There may be gaps in his ability to function in a stable, predictable manner.

3. INTERPERSONAL SKILLS

(Score = 1.5)

He is an introverted person who may lack many of the interpersonal skills needed for collaboration or working with the public. The relevance of these skills to the type of job should be considered.

4. INDEPENDENCE (VS. ACCOMMODATING)

(Score = 1.9)

He acknowledges so little interest in guiding events to his own ends that he may strike others as passive and fearful.

WORK-RELATED PERSONALITY

PERSONAL ADAPTABILITY

Problems in coping are likely to interfere with Mr. Sample's ability to meet job demands under many circumstances. Apparent strengths described below may be intermittent, while any reported weaknesses must be taken very seriously. He may require an extraordinarily good fit between his personality and the job in order to succeed. Successful past experience in a similar position may help him on the job, but extensive training and supervision may be necessary.

He has the potential to respond in an angry manner, although he frequently does so indirectly. He is typically attuned to the power dynamics in most interactions, and he can be very sensitive to both real and imagined slights to his status. He may become extremely interested in the idea of not letting others take advantage of him. The resulting posture would be one of excessive suspiciousness and quickness to blame others. People may try to keep clear of him because of his potentially hostile attitude.

This is an unusually apprehensive person whose degree of worrying could easily interfere with his productivity. He may need a good deal of reassurance from supervisors in order to do his best. A clear statement of what is expected of him may help offset his tendency to worry that he is not doing enough.

He appears to be more tense than most people. He is likely to be impatient and restless and it may be difficult for him to relax. His level of tension must be understood in the context of his current employment situation; the more important his current job, the more natural it is for him to experience stress-related tension stemming from the extent of his responsibilities. Otherwise, his degree of impatience may be related to problems in his life circumstances, low self-esteem, or personality problems. Any of these could be expected to interfere with job performance on occasion.

His workplace coping ability is below average as a result of situational stressors and mediocre personal resources. He does have above average habit strengths to fall back on upon occasion. However, the possibility of intermittent disruptions in functioning has to be considered, especially when unexpected demands are made on him.

WORK-RELATED PERSONALITY

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RELATING TO OTHERS

He is so reserved as to raise questions about his interpersonal effectiveness. His avoidance of others goes beyond a preference for being alone, and may involve problems with personally close relationships. There may be a history of negative interactions with other people. As a result of his social withdrawal, he may be viewed as cold and aloof by others. One must consider the possibility that he will be ineffective at forming and maintaining relationships. On the other hand, there are certain jobs where interpersonal issues are not necessarily a great liability.

Nobody is as lacking in will nor as devoid of the need to control his life and his environment as Mr. Sample appears to be. Although he certainly may attempt to submit humbly to all demands made on him, and although he may generally succeed in presenting himself as extremely docile and yielding, eventually his aggression will show through. The problem is that he bottles it up to such an extent that when it is finally expressed it may erupt unpredictably, or come out in some indirect manner. Also, he may have an annoying tendency to make other people angry instead of expressing aggression himself, to frustrate others as a way of relieving his own frustrations.

He is extremely shy and interpersonally restrained, so much so that he may go to great lengths to avoid being the center of attention. If the spotlight does happen to fall on him, he may not always function effectively, since the idea of being on view may make him dreadfully uncomfortable. Mr. Sample tends to be strikingly inhibited about initiating contact with other people, so he is unlikely to be suited for jobs that require developing new relationships. He may hate to take risks and is likely to become anxious and upset if forced by circumstances to act or decide before he feels ready.

He prefers working alone to working in groups, which may affect his ability to be a team player. In a supervisory role, he may expect subordinates to be as self-sufficient as he tries to be. He may need some training in cultivating and maintaining good working relationships.

WORK-RELATED PERSONALITY

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PERSONAL RESPONSIBILITY

He seems to be reasonably aware of and interested in meeting the expectations of others, as he is concerned about living up to conventional standards of behavior. His understanding of societal norms has led to his developing a reliable and normative presentation of self. However, his usually adequate conventionality may occasionally be disrupted. For example, with 6 areas of potential concern, he is likely to find himself in situations that involve his issues, thereby undermining his otherwise good functioning.

He is an unusually somber, serious person whose pessimistic outlook can color his judgment, as he rarely imagines things going smoothly. His minimal interest in fun-loving activities suggests a disheartened mood. His pessimism can dampen the enthusiasm of those around him, especially if he is in a position that requires others to get positive support out of him for their ideas. Outside of the risk of his energy level dropping to a level that would interfere with his output, he can generally be counted on not to get caught up in impulsive decision-making or fanciful expectations. Although he may lack the optimism and excitement to be optimally effective in a growth enterprise, he may be well-suited to "holding the fort" under adverse conditions.

He tends to be adequately organized in facing his responsibilities, largely because a backlog of reasonably good habits keeps him from having to start completely from scratch in managing novel situations. Degree of orderliness affects task completion, in that a less orderly person's energies can become diffused and unfocused. Mr. Sample is sufficiently orderly to suggest that this component of follow through is acceptably favorable in his case.

PROBLEM-SOLVING AND COMMUNICATION

He scored so far below average on a measure of verbal facility that it raises a question of whether this can possibly be an indication of his cognitive abilities versus the probability that other factors interfered. Thus, his performance may have been affected by his impatience and his apprehensions. Still, many people can achieve a good score even under duress, so this result must be taken as evidence that his verbal skills are indeed quite limited.

WORK-RELATED PERSONALITY

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He is a rather tough-minded, no-nonsense individual as compared to most people. His efficiency is rarely affected by emotional concerns in the sense that he does not spend a lot of time wondering how his actions and decisions will feel to himself or to others. He is not so averse to expressing his emotions, however, that he considers feelings to be silly, but he does tend to avoid the emotional side of things. As a manager, he may need some guidance around communicating respect for and attending to the importance of other people's feelings. In a supervisory role, he would be at his best training task performance rather than, say, trying to cultivate an alliance with subordinates.

He seems to be about as practical as most people, and reasonably likely to keep an eye on the pragmatic consequences of ideas before embracing them.

He is more indirect in his communicative style than most people, meaning he generally prefers the tact and diplomacy of careful conversation to the forthright bluntness of information exchange. As a manager, he may need encouragement to talk openly with subordinates, who typically appreciate knowing what is on the boss's mind.

He reports less interest in trying new things than most people do. His caution is likely based on his pessimism, shyness, and sense of being unlucky. Supervisors might want to spend some extra time helping him acclimate to changes. As a manager himself, he may need to be reminded at times that old solutions do not always apply to new problems.

PROFILE VALIDITY

With regard to his test-taking attitude, his percentile scores were 35 on impression management, 20 on the tendency to answer true-false items "true," and 51 on the tendency not to answer some items that most subjects do answer. His raw scores were 10, 49, and 0, respectively. The validity scales indicate that he paid attention and understood the items. Apparently, he did not try to present himself in a particularly good or bad light. Therefore, the information in this report is likely to be accurate.

PRIMARY PERSONALITY FACTORS

		1	2	3	4	5	6	7	8	9	10		
A	RESERVED Unengaging, distant		X									SOCIABLE Engaging, friendly	A
B	LOW VERBAL FACILITY Poor grasp of concepts		X									HIGH VERBAL FACILITY Good grasp of concepts	B
C	EASILY UPSET Job should fit needs	X										MANAGES FRUSTRATION Can adapt to job	C
E	SUBMISSIVE More passive, humble	X										ASSERTIVE Confident, competitive	E
F	SERIOUS Sober, somber		X									ENTHUSIASTIC Happy, energetic	F
G	UNCONVENTIONAL Ignores expectations						X					CONVENTIONAL Follows rules	G
H	SOCIALLY RESTRAINED Shy, avoids spotlight		X									SOCIALLY BOLD Needs to impress others	H
I	TOUGH-MINDED Realistic, no-nonsense				X							SENSITIVE Susceptible to feelings	I
L	TRUSTING Accepting, naïve										X	SUSPICIOUS Skeptical, blaming	L
M	PRACTICAL Focus on solutions						X					IMPRACTICAL Focus on ideas	M
N	DIRECT WITH OTHERS Self-disclosing, open							X				INDIRECT WITH OTHERS Discreet, diplomatic	N
O	UNCONCERNED Casual, untroubled									X		WORRYING Fear of mistakes	O
Q1	RESISTS CHANGE Prefers the familiar			X								OPEN TO CHANGE Experimenting	Q1
Q2	WORKS IN GROUPS Collaborative								X			WORKS ALONE Not a team player	Q2
Q3	LESS ORDERLY Can be undisciplined					X						MORE ORDERLY Perfectionistic	Q3
Q4	PATIENT Relaxed, calm								X			IMPATIENT Tense, driven	Q4

TMZ Molding Operators

The validation study suggests, other things being equal, that the following factors be considered as indicators of this individual's similarity to top performers. This information is being presented to assist potential supervisors in planning for areas of development, and for identifying specific strengths and areas of concern.

1. **SOCIABILITY** (Score = 2)
Expectation of success is HIGH based on this factor alone.
2. **VERBAL FACILITY** (Score = 2)
Expectation of success is QUESTIONABLE based on this factor alone.
3. **SENSITIVITY** (Score = 4)
Expectation of success is HIGH based on this factor alone.
4. **CONVENTIONALITY** (Score = 6)
Expectation of success is HIGH based on this factor alone.
5. **IMPRACTICALITY** (Score = 6)
Expectation of success is AVERAGE based on this factor alone.
6. **ORDERLINESS** (Score = 5)
Expectation of success is AVERAGE based on this factor alone.

TMZ MOLDING OPERATORS SCALE

This special scale is composed of the items that distinguished the top groups in the validation study. It is one of several aspects of The Personnel Report related to performance ratings, and not a composite of all the predictive features of the report. In most cases, scores above 4.5 suggest that the candidate will resemble the top performers in the validation study, provided that no issues are raised in other areas, including work history. Scores below 3.5 are questionable.

Score = Not computed: this individual did not in certain respects sufficiently resemble the top performers in the validation study to warrant computation of this score.